



**COUNTERPART INTERNATIONAL**

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**NGO EXPAND PROJECT FOR  
TAJIKISTAN**

**ANNUAL REPORT**

**August 1, 1999 – July 31, 2000**

**Submitted to USAID/CAR**

<b>Grantees Name:</b>	<b>Counterpart International</b>
<b>Award Number:</b>	<b>119-0001-G-00-9009-00</b>
<b>Period Covered in this Report:</b>	<b>August 1, 1999 – July 31, 2000</b>

**COUNTERPART INTERNATIONAL**

**1200 18th Street, NW, Suite 1100  
Washington DC 20036  
Tel: 202/296-9676  
Fax: 202/296-9679**

**100 Shevchenko Street  
Almaty, Kazakhstan  
Tel: (7-3272) 62-50-09  
Fax: (7-3272) 98-06-06**

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## **I. Overview**

Counterpart Consortium Tajikistan is actively engaged in providing training, technical assistance, and financial support to build and improve the capacity of social service NGOs to provide high quality services to the most vulnerable people throughout the country.

During the past year, Counterpart identified a target group of 23 social service delivery NGOs throughout the country and delivered high level training and other technical assistance to those NGOs. Tailor-made training and technical assistance plans were developed for the individual NGOs, employing Counterpart's TTAP tool and related needs assessment activities. Eleven of the NGOs have received financial support through grants, and are successfully implementing projects targeting widows and unemployed women, disabled children, youth and adults, agriculture projects for vulnerable families, and literacy and education programs for children.

## **II. Purpose**

In support of USAID Strategic Objectives, the purpose of the NGO Expand project is to expand the capacity of Tajikistan NGOs to deliver services that reduce human suffering.

## **III. Activities**

**Objective 1: Provide training and technical assistance to Tajik NGOs to build their capacity to deliver services that reduce human suffering.**

### ***Selection of Target NGOs***

In the early stages of the project, Counterpart developed specific criteria for selection of target NGOs and made an initial list of approximately 30 social service NGOs throughout the country. (See Attachment 1 for selection criteria.)

Counterpart staff evaluated these NGOs in comparison to selection criteria through meetings, interviews and site visits. A list of 22 NGOs meeting the selection criteria was established and the NGO RCVC was added after further consultation, to bring the total to 23 suitable NGOs. Of these 23, six were selected for inclusion in the CHAP distribution activities, based on their existing constituencies and geographic location. See Attachment 2 for the list of selected target NGOs.

### ***Delivery of Training & Technical Assistance***

Training and Technical Assistance Plans (TTAPs) were developed with 17 target NGOs during the reporting period. The TTAP is a participatory workshop process with staff of target NGOs. The TTAP is a discussion and assessment of organizational strengths and weaknesses using a standard workshop and discussion format. The outcome of these meetings is the TTAP document, developed by the NGO, which lists its organizational needs, specific needs for training and technical assistance, and offers detailed recommendations for obtaining training and technical assistance. The NGO is responsible for developing a specific work plan for addressing each issue during the TTAP. Counterpart assists with this planning.

During the implementation of the initial TTAPs, some NGOs experienced difficulty implementing the plan they had developed. Counterpart provided additional assistance to these organizations, supporting the development of more realistic plans for achieving the intended results of the initial TTAPs.

Thirteen of the target NGOs have participated in “second stage” TTAPs. This entails a more in-depth evaluation addressing NGO sustainability and sector-specific issues beyond the fundamentals of organizational structure and project implementation. Second stage TTAPs address issues related to financial sustainability, human resource development and the NGO environment.

As a result of the second stage TTAPs the following activities were recommended:

- Strategic planning on financial sustainability
- Constituency building
- Identification of local donor resources
- Providing fee for services
- Improving proposal writing skills
- Strengthening membership policy

During the TTAP process facilitators stressed that there should be an increased effort, on the part of the target NGOs, to mobilize local resources. NGO participants decided that their organizations should also focus special attention on media relationships and develop separate strategies for enhancing and improving the image of their organizations. The work plans developed during the second stage TTAPs also included activities to establish and strengthen relationships with all sectors of society.

A training schedule was developed to address the needs identified during the TTAP process. A total of 11 training workshops were conducted for 48 representatives of target NGOs on the following topics:

1. NGO and Community
2. Project Design
3. Strategic Planning
4. NGO Management
5. Fundraising
6. Association Development
7. Social Partnership

Training participants were selected during the TTAPs, with designated staff members responsible for specific topics for their organizations. Counterpart Consortium developed all training modules under the auspices of the NGO Support Initiative Program for Central Asia.

**Objective 2: Foster the development of sector-specific coalitions and partnerships between the targeted Tajik NGOs and U.S and other foreign donors.**

Counterpart conducted two training workshops on Association Development and provided consultations to targeted NGOs to assist them in building associations/coalitions in order to foster collaboration and joint activities in implementing social service oriented programs.

A nationwide Association of NGOs serving the disabled was established during the first year of the program. NGO *Dilsuz*, one of Counterpart's target NGOs, has been leading the process of developing this association of 12 NGOs that serve over 40,000 beneficiaries collectively.

Counterpart has also identified strong potential for the formation of coalitions in the following areas. Further action will be taken in the coming months to promote coalitions and/or associations among NGOs in these areas:

- Women Against Violence
- Drug issues among youth
- Gender Issues

In addition Counterpart provided training and technical assistance to existing associations and coalitions in order to enhance their activity. These were:

*Association of Medical NGOs:* attended a Counterpart training on Association Development and were provided with information about NGOs working on reforming the health system.

*Coalition of NGOs working with refugees:* took part in Counterpart workshops on Conflict Resolution and Prevention designed for the members of the Coalition.

*Coalition of Youth NGOs:* participated in the Counterpart training on Advocacy.

**Objective 3: Assist Tajik NGOs in accessing the necessary resources to deliver services and commodities that reduce human suffering.**

***Grant program***

Procedures and guidelines for the grant program were developed during the reporting period. The process involved the following steps:

1. Solicitation
2. Screening (determine if the proposal meets program criteria)
3. Internal Review
4. Grant Award Committee review and award decisions
5. Award
6. Monitoring

The grant proposal guidelines and application format for the NGO Expand Project were developed in English and Russian. The solicitation for grant proposals was sent to the original 30 social service NGOs. Nearly all of the 30 NGOs submitted proposals for consideration. Twenty-two of them passed the screening stage.

The screening and review process revealed a prevalent need for additional training and assistance in project idea development and proposal writing. Counterpart decided to provide that assistance through individual meetings and discussions with the NGOs. Proposals were

divided among Counterpart's experienced program staff, and individualized technical assistance began. In addition, training sessions on *Project Design* were held in Kurghon-Teppa and Khorog. This process took two months, and resulted in revised proposals for projects with clear goals, objectives and implementation plans, and appropriate budgets.

The first meeting of the NGO Expand Grant Award Committee was held in Dushanbe in early July. The Committee was composed of Counterpart national and international staff and a USAID Tajikistan representative. Of the twelve proposals reviewed at that meeting, 11 were approved for funding. The following is the list of the approved grants:

Target NGO	Project title	Target beneficiaries
1. NGO <i>Biosphere</i>	" <i>Chernobiltsi</i> of Tajikistan"	Disabled Chernobyl victims
2. NGO <i>Dilsuz</i>	" <i>Zabota</i> (care)"	Disabled
3. NGO <i>Medservice</i>	"Rehabilitation Center <i>Nadezhda</i> (hope)"	Elderly
4. NGO <i>Shafakat</i>	"Profession and Life"	Children/Youth
5. NGO <i>Madadgor</i>	"Revived Orchard"	Rural/Agricultural
6. NGO <i>Orion</i>	"Professional improvement of secondary schools teachers in Jirgital region"	Rural/Agricultural
7. NGO <i>Umed</i> (Dushanbe)	"Revived Childhood"	Refugees/IDPs
8. NGO <i>Munis</i>	"Tomorrow starts today"	Women
9. NGO Republican Fund of Rehabilitation of orphans and disabled children <i>Umed</i>	"Rehabilitation of disabled children"	Children/Youth
10. NGO <i>Madina</i>	"Reducing unemployment among the women of Khorog"	Women
11. International Fund of Rehabilitation of Patients with Infantile Paralysis.	"Medical and Social Rehabilitation of 216 Children with Infantile Paralysis"	Children/Disabled

During the meeting, it also became apparent the review and award process needed revision. Ideas and recommendations were discussed at that time and Counterpart followed up by revising and expanding the NGO Expand Procedures and Guidelines. New forms were developed for the objective review of proposals, including a scoring worksheet for the Grant Award Committee. Revised Guidelines and Policies are included as Attachment 5.

### ***CHAP component***

With all CHAP Staff in place since 1<sup>st</sup> April (local Program Officer and Program Assistant, and expatriate Program Coordinator), the CHAP component of the *NGO Expand Project* is well ahead of the projected timetable for planned activities. At this writing, the following shipments have been received, are in-transit or in-process to Tajikistan:

NUMBER	SIZE	CONSIGNEE	INVENTORY	ATA/*ETA	VALUE
CTP 1965-001/002	2x20	FIDOKOR	HDRs	18 Aug	\$ 63,453
CTP 1927-001	1x40	AVESTO	new clothing	31 July	\$148,002
CTP 1918-001	1x40	AVESTO	medical/clothing	8 Aug	\$173,891
CTP 1919-001	1x40	Afghan Vets	new clothing	2 Aug	\$125,293
CTP 1953-001	1x40	AVESTO	medical outfittings	2 Aug	\$155,079
CTP 1988-001	1x40	Afghan Vets	new/used clothing	*4 Oct	\$202,296
CTP 2025-0001	1x40	RCVC	used clothing	*18 Oct	\$108,300
CTP 2065-001	1x40	BAKHTOVAR	used clothing/shoes	*TBD	\$193,408
TBD	2x20	FIDOKOR	cold weather clothing	*TBD	\$200,000

Overall, this comprises nine 40-foot-equivalent units (FEUs), with an estimated aggregate value of \$1,369,722. These nine shipments, out of a planned ten, are consigned to five different local NGO Distribution Partners located in Dushanbe, Khojand and Khurgan-Teppa. CHAP has executed a Memoranda of Agreement with each of these Distribution Partners, and is guiding them in preparations for reception/customs clearance and in formulating their distribution plans. On 31<sup>st</sup> July 2000, CHAP's first shipment was received in Dushanbe, for NGO "AVESTO".

The CHAP Regional Director, James Gershin, conducted three supervisory management visits to Dushanbe and Kurghan-Teppa during the reporting period, and met with numerous local and international NGOS, as well as with the Chief of the Dushanbe Customs Department. All CHAP/Tajikistan staff has received orientation and on-the-job training in Kazakhstan and/or Kyrgyzstan.

As of 31<sup>st</sup> July 2000, CHAP had submitted all necessary documents for Counterpart International registration with the Tajikistan Ministry of Justice. When this process is completed, a Country Agreement with the Tajikistan Ministry of Foreign Affairs will be drawn up.

**Objective 4: Facilitate constructive interaction of NGOs and all levels of government to deliver sustainable services that reduce human suffering.**

Counterpart has promoted constructive NGO-government interaction through all its program activities. The TTAP process identified the need for and planned activities to address government-NGO relations, cooperation and NGO visibility. Additionally the grant program provided tangible means of cooperation, as one of the grant criteria is a significant in-kind or in-cash contribution from other sources. Quite often the local government is either the primary source for services and/or provides space to conduct activities.

These local government structures usually lack sufficient resources to provide services that meet local needs. A partnership and/or collaborative effort between government and NGOs is a logical and agreeable solution to save NGO costs and provide needed resources to support social services to reduce human suffering.

In the first twelve months the following partnerships have been established to ensure delivery of sustainable services that reduce human suffering. All five NGOs are target NGOs and grant recipients.

1. NGO *Avesto* has identified the Health Department of Dushanbe City as its government partner. The NGO *Avesto* grant activities will be conducted in collaboration with the Health Department.
2. NGO *Fidokor* will be working in partnership with the Ministry of Labor to improve services for refugee/IDP returnees and reintegration issues in Khatlon Oblast.
3. Partner relationships have been established between governmental structures and agencies in Khatlon Oblast and NGO *Umed*. The Municipal Executive Committee allocated a non-operational kindergarten facility, which the NGO will use for medical and psychological rehabilitation of disabled children.
4. NGO *Orion* signed a cooperative agreement with the National Teachers' Retraining Institute to conduct training courses for teachers in Jirgital district of Karatageen valley, an area where the available remaining teachers are in serious need of training. The NGO plans to provide logistic and material support for both the schools and the training sessions. The Teachers' Retraining Institute will provide the technical teacher training.
5. After long negotiations with the School for Deaf Children senior managers in Leninski District, NGO *Shafakat* succeeded in gaining permission to use the premises. Their project, *Profession and Everyday Life*, aims to establish workshops for vocational training of handicapped children.



## IV. Impacts<sup>1</sup>

### **Association of Medical NGOs Initiates Regional Health Resource Project**

As a result of the Counterpart training on Association Development the Association of Medical NGOs has created linkages with two medical NGOs in Kyrgyzstan and Uzbekistan. They are now working on designing a project to create a Resource Center for Medical NGOs.

### **Kulyab Women's Center Increases Income Generating Activities for Vulnerable Families**

Unemployment is one the most crucial problems in the Muminabad district—the poorest area of southern Tajikistan—and the civil war has left many widows and orphans in this region without access to income. Supported by UNOPS, the Women's Center in Kulyab helped a group of 20 women lease a two hectare parcel of land for the production of potato seeds, one of the most profitable crops in Tajikistan. Additionally, the Women's Center provided these women with 8 tons of seeds. In accordance with the contract established for this pilot group of women, by the end of a year's time the group of women were obliged to grow 16 tons of seeds that would be distributed to another 20 women under the same terms. By the end of this two-year program, the NGO is planning to involve 80 households headed by women in the Muminabad district - enabling them to increase their monthly income. The Kulyab Women Center is a recipient of Counterpart Consortium services within the NGO Expand Project.

### **NGO *Munis* Initiates Assistance to Street Children in Hissar**

In the Hissar district, near Dushanbe, there is a problem with an increasing number of street children. Since 1999, NGO *Munis* has focused on this problem. As a result of Financial Sustainability and Fundraising training conducted by Counterpart, *Munis* organized a fundraising campaign that led to securing a seven-room building from the local government to establish a Center for Street Children. The government also contributed 11.5 hectares of land for them to use for agricultural production. The profits generated from the sales of crops will allow *Munis* to support 70 children through the Center.

## V. Coordination and Cooperation

Counterpart held meetings with other humanitarian assistance and development organizations, including CARE International, Mercy Corps, FOCUS, UNDP and OSCE, to discuss possibilities for co-programming. In these meetings opportunities were explored for cooperation and joint programming to complement efforts in supplying essential services to reduce suffering of people in vulnerable groups.

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<sup>1</sup> As the program moves into the grant implementation period detailed program impacts will be gathered from target NGOs and those receiving grants under the NGO Expand program. These will be reported during the next quarterly report, for the period ending October 31, 2000.

## VI. Leveraging

An agreement has been reached between the Aga Khan Foundation and “Pharmacists Sans Frontier” in Badakhshan to provide in-kind assistance (medical preparations) to NGO *Revival*. This assistance will be used within the project *Let Us Give Some Hope to Children – Victims of Chernobyl* for which *Revival* received an NGO Expand grant. The total estimated in-kind assistance is \$1,000 USD.

## VII. Problems and Issues

National events, particularly the parliamentary and presidential elections, affected most of the second quarter, December—March. Some activities had to be postponed or were behind schedule according to the original workplan.

Review and preparation of project proposals demanded more staff time and technical assistance than initially anticipated. For this reason, the Grant Review/Award Committee meeting was delayed until quality proposals were available for reviewing. The challenges and delays in the first round of grant awards did, however, have a positive outcome: Counterpart now has a much increased understanding and awareness of the needs of these NGOs for training and technical assistance. This lesson has already enhanced the planning process for capacity building and training with these NGOs.

Counterpart country “hub” office program specialists (in Dushanbe) were not able to conduct TTAPs with NGOs located in Gorno-Badakhshan oblast due to transportation and communication problems with this remote area. Telephones and electricity frequently are out of order, especially in winter. Travel via road is nearly impossible in winter, and airplane travel is intermittent and unreliable due to weather and airline company problems. Counterpart’s Civil Society Support Center in Khorog (the main town in Gorno-Badakhshan Oblast) conducted limited needs assessments of four NGO Expand target NGOs in this area, and provided training and technical assistance. As soon as weather permitted, in June, a program specialist from Dushanbe traveled to Khorog.

Due to the great needs for technical assistance in proposal development, in response to the grant solicitation, the program specialist focused on proposal writing technical assistance to individual NGOs in Gorno-Badakhshan. Counterpart is planning to conduct TTAPs with all target NGOs in Gorno-Badakhshan before October when travel again becomes difficult.

**Attachment 1:**

**Criteria for Selection of Social Service (Target) NGOs**

1. NGO has provided social services to beneficiaries in at least one of the five target sectors:
  - Rural/Agricultural
  - Children/Youth
  - Returnees (Refugees/IDPs)
  - Disabled/Indigent Elderly
  - Women
2. Key staff members of the NGO have attended Counterpart Consortium NGO development trainings, have received technical assistance and have demonstrated capacity in project/organization management
3. NGO has demonstrated capacity in establishing and maintaining effective working relationships with government and/or private business organizations and with other NGOs, including at least two of the following:
  - Cooperative planning
  - Joint or coordinated activities
  - Shared/coordinated support (from donor)
  - Established and maintain effective communication with partner(s)
4. The NGO's past and present focus, and the qualifications of project/program staff, reflect and correspond to the NGO's mission statement
5. NGO staff, board and membership demonstrates openness and motivation to improve management, teamwork and accountability (transparency) to its members and donors, as demonstrated by the results of a current Training & Technical Assistance Assessment Plan (TTAP) conducted jointly with the NGO and Counterpart Consortium.

**Attachment 2:**  
**List of Target NGOs**

#	Name of the NGO	Sector (s)	Region of Activity	CHAP Partners
1	NGO <i>Renewal</i>	Children/Youth Disabled/Indigent Elderly	Gorno-Badakhshan	
2	Volunteer Association	Children/Youth	Gorno-Badakhshan	
3	NGO <i>Umed</i>	Children/Youth, Disabled	Khatlon	
4	<i>Avicenna</i> International Cntr for Rehabilitation	Children/Disabled	Chkalovsk City Leninabad Oblast	
5	<i>Avesto</i> Charity Foundation	Disabled/Indigent Elderly	Dushanbe	X
6	NGO <i>Madina</i>	Women	Khorog Gorno-Badakhshan	
7	<i>Chashma</i> Women Center	Rural/Agricultural	Shahritus Khatlon	
8	Union of Women Entrepreneurs	Women, Disabled/Indigent Elderly	Khujand	
9	NGO <i>Parastor</i>	Rural	Dushanbe Khatlon	
10	NGO <i>Biosphere</i>	Disabled/Indigent, Elderly	Tajikistan	
11	Medservice	Disabled/Indigent, Elderly	Tajikistan	
12	Charity Foundation of Assistance to Medical Establishments	Disabled/Indigent, Elderly	Tajikistan	
13	<i>Odamiyat</i> Association	Disabled/Indigent, Elderly	Tajikistan	
14	NGO <i>Fidokor</i>	Returnees	Tajikistan	X
15	NGO <i>Murod</i>	Returnees	Khatlon	
16	NGO <i>Adabsaro</i>	Children/Youth	Dushanbe	
17	NGO <i>Umed</i>	Returnees	Dushanbe	
18	Union of Afghan War Veterans	Disabled	Leninabad Oblast	X
19	Association “Women for Progress”	Women	Leninabad Oblast	
20	NGO <i>Nilufar</i>	Rural Areas/ Agriculture	Varzob District	
21	Dushanbe Society of Blinds	Disabled	Dushanbe	
22	Invalid Society of Chkalovsk	Disabled/Indigent Elderly	Chkalovsk City Leninabad Oblast	
23	Refugees, Children and Vulnerable Citizens (RCRV)	Refugees Children/Youth	Dushanbe	X

**Attachment 3: Workplan, March 15, 2000 – September 15, 2000**

<b>Obj.</b>	<b>Tasks &amp; Activities</b>	<b>March 00</b>	<b>Apr 00</b>	<b>May 00</b>	<b>June 00</b>	<b>July 00</b>	<b>Aug 00</b>	<b>Sept 00</b>
1	Training at least 15 NGOs in component skills							
1	Conduct training workshops for 5 Humanitarian Assistance Distribution NGOs							
1	Conduct 1-st Stage TTAP with all selected NGOs							
1	Conduct 2-d Stage TTAP with all selected NGOs							
2	Provide technical assistance in support of coalitions							
2	At least 4 coalition grants are approved							
3	All grants awarded							
3	Data system to track progress, including #s of beneficiaries and NGO performance is set up							
3	Further finalization of database and track progress							
4	Train selected NGOs on Social Partnership							
4	Train Government officials on Social Partnership							
4	NGOs are delivering social services in coordination with government							

**Attachment 4: Performance Plan, September 15, 1999 – April 30, 2001**

<b>Obj</b>	<b>Indicator</b>	<b>Mar 00 Planned</b>	<b>Mar 00 Actual</b>	<b>Jul 31 2000 Actual</b>	<b>Sept 00 Planned</b>	<b>Apr 01 Planned</b>
1	Approximately 15 Tajik Social Service NGOs have demonstrated capacity in governance, financial management, fundraising, planning, specified social service delivery, and government relations (RI 1.1)			<b>TTAP follow-up to be done by end of Sept. 00</b>	10 NGOs; 3 areas	15 NGOs; all listed areas
1	Approximately 5 Tajik Social Service NGOs have demonstrated capacity in delivery of humanitarian assistance (RI 1.2)			<b>Grant monitoring due Sept 00</b>	2 NGOs	5 NGOs
2	Sector specific coalitions formed in at least 3 of the following 5 areas: agriculture, returnees, children/youth, disabled/indigent elderly, women (RI 2.1)	1 coalition formed	1 coalition formed	<b>3 more identified, expected to form</b>	2 coalitions formed	3 coalitions formed
2	4 partnerships formed (RI 2.2)	1 partnership formed		<b>5 formed</b>	2 partnerships formed	4 partnerships formed
3	Targeted NGOs deliver services that benefit 25,000 citizens of Tajikistan (RI 3.1)			<b>33,000 citizens benefited</b>	10,000 citizens benefit	25,000 citizens benefit
3	5 targeted NGOs receive support from other local or international donors (RI 3.2)	1 NGO		<b>5 target NGOs</b>	3 NGOs	5 NGOs
4	8 targeted NGOs are delivering social services in cooperation with government (RI 4.1)			<b>3 target NGOs</b>	2 NGOs	5 NGOs
4	12 government counterparts of targeted NGOs have attended social partnership training (RI 4.2)	1 attends training		<b>Planned for 4th Quarter</b>	6 attend training	12 attend training

## **Attachment 5: Grant Policies and Guidelines**

Throughout the grant award process, every effort is made to ensure transparency, objectivity, and equal opportunity for each applicant.

### **I. Solicitation**

Applications for NGO Expand Grants are solicited from the “target NGOs” identified for the NGO Expand Program. (See NGO Expand Program documents for more information.) The Grants Coordinator, in consultation with the Country Director, determines timelines for grant solicitations. A minimum of 30 days is provided from the time solicitation is announced until the proposal submission deadline.

Counterpart Consortium sends letters to target NGOs announcing the request for proposals and outlining the proposal submission requirements. Proposals are solicited for NGO Development Grants or Coalition Grants. Interested NGOs are invited to visit a CSSC to obtain a copy of the application packet. Complete applications must be submitted to a CSSC or the Dushanbe Hub Office by the application deadline.

#### **A. Eligibility Criteria**

1. Project to be implemented by a Tajik non-government organization registered in Tajikistan.
2. Projects eligible for NGO Expand grant funding must be in one of the following sectors:
  - a) rural/agriculture
  - b) children/youth
  - c) disabled/indigent elderly
  - d) refugees/IDPs
  - e) women
3. Funding request generally ranging from \$5,000 to \$10,000
4. Minimum 15% total costs in-kind or in-cash contribution from other resources
5. The project will help the NGO more fully develop its services to a beneficiary population – by expanding its scope (serving more people) and/or improving the present level and scope of services.
6. Coalition Grants:
  - a) Letter of agreement signed by all Coalition member NGOs
  - b) Clear specification of responsibilities, roles and contributions of each of the coalition members.
  - c) A plan for regular communication among coalition members

## **II. Screening** (within 3 days after application deadline)

- A. Proposals are received by the Grants Coordinator. Within one week, the Grants Coordinator screens according to the Screening Checklist (Attachment I) for accuracy, completeness, compliance with solicitation requirements, and the project's relevance to NGO Expand Program and USAID objectives. Proposals are divided into two groups:
  - 1. Proposals which do not meet screening criteria
    - a) EXCEPT relevance to NGO Expand Program/USAID objectives: send a letter indicating specific criteria not met, asking for a rewrite within five days. The letter includes an offer to the NGO for technical assistance in preparing the revised proposal; if NGO would like such assistance, they must contact Grants Coordinator within three days.
    - b) Proposals, which do not meet NGO Expand Program/USAID objectives: send a letter indicating reasons for denial of proposal. Sample letter is attached.
  - 2. Proposals, which meet the screening criteria, are assigned equally among CC program staff (PCs) for review and recommendations.

## **III. Review and Technical Assistance** (complete within 10 days of application deadline)

- A. PCs review the proposals according to the NGO Expand grant guidelines. As needed, PCs provide technical assistance to the NGO for rewriting and/or revising portions of the proposal. This process occurs within two weeks. Grants Coordinator and Deputy Director provide support, assistance, and advice to PCs during this process.
- B. During this review process, PCs submit proposals to Financial Officers for budget review. This includes mathematical accuracy, accuracy of unit costs, and compliance with Counterpart grant budget requirements. Financial Officers complete the financial portion of the Review Worksheet and return proposals to PCs.
- C. After proposals are finalized and after review by Financial Officers, PCs complete the Application Review Worksheet (Attachment 2).
- D. Worksheets and proposals are returned to Grants Coordinator.

## **IV. Internal Review Committee** (complete within 18 days of application deadline)

- A. Within one week of receiving all finalized proposals, Grants Coordinator:
  - 1. Oversees translation of all proposals into English.
  - 2. Convenes an internal review committee comprised of Country Director, Deputy Director, Financial Officer, and all PCs.
- B. At this meeting, each PC presents a brief summary of the Application Review Worksheet. The committee discusses, seeks clarification, offers feedback to finalize the Application Review Worksheet.



**V. Grant Award Committee** (within 4 weeks of application deadline)

- A. The Grant Award Committee will meet to review final scored proposals recommended by the Internal Review Committee. The Grant Award Committee is responsible for reviewing all grants recommended by the Internal Review Committee, providing specific proposal feedback, and making decisions on grant awards and application denials.
- B. Grant Award Committee is comprised of
  - 1. Voting members: Country Director, Deputy Director, USAID representative, Regional Counterpart Consortium representative, representative(s) from one or two international organization engaged in LNGO development and/or grant-making in Tajikistan.
  - 2. Advisory members: Grants Coordinator, CHAP representative
- C. One week prior to the Grant Award Committee meeting, a packet of information (in English) is sent to each member:
  - 1. Cover letter from Country Director
  - 2. For each proposal to be reviewed: Screening checklist, Review Worksheet, Budget
  - 3. English version of at least two proposals. Distribution of proposals should provide for two different committee members reading an individual proposal.
  - 4. Blank Grant Award Committee comment and scoring sheet
  - 5. Agenda
- D. During the meeting, each proposal is reviewed, discussed, and given a weighted objective score. (See Grant Award Committee sheet, Attachment 3.) For especially difficult evaluations, the Committee may request that the PC who helped develop the finalized proposal join the meeting temporarily to answer questions and provide clarification.
- E. The Grants Coordinator takes detailed notes on the Committee's comments and feedback for each proposal, completing an individual Scoring Sheet for each proposal.
- F. In the event there are insufficient grant funds for all proposals meeting the requirements, the minimum required score may be raised. This will be discussed and decided during the Grant Award Committee meeting.

**VI. After Grant approvals:**

- A. Grant Committee Secretary prepares list of approved grants, Country Director signs off on list of approved grants. Individual letters from the Country Director are prepared for each applicant summarizing comments/feedback from the Grant Award Committee and indicating the award decision.
  - 1. Grant approved, no further changes needed
    - a) Country Grant Manager invites Grantee to come to office to prepare contract
    - b) Country Grant Manager and Grantee work together to prepare contract including:
      - (1) Schedule of payments
      - (2) Schedule of reporting (financial and program)

- (3) Review of instructions
    - (4) Verification of contract points and information in Data Base
    - (5) Answer any questions that may arise
  - c) Contract reviewed by Financial Director – modified or approved as appropriate
  - d) Grantee signs contract
  - e) Country Director Signs Contract
  - f) Per schedule, first installment of grant paid out
  - 2. Grant approval, changes are needed
    - a) Budget
      - (1) Grants Manager invites Grantee to come to office to prepare contract
      - (2) Grants Manager explains changes based on information in Secretary's notes
      - (3) Grants Manager and Grantee prepare new budget based on notes
      - (4) Grants Manager and Grantee work together to prepare contract including:
        - (a) Schedule of payments
        - (b) Schedule of reporting (financial and program)
        - (c) Review of instructions
        - (d) Verification of contract points and information in Data Base
        - (e) Answer any questions that may arise
      - (5) Contract reviewed by Financial Director – modified or approved as appropriate
      - (6) Grantee signs contract
      - (7) Country Director Signs Contract
      - (8) Per schedule, first installment of grant paid out
  - 3. Grant approval, changes needed in narrative/project and budget
    - a) Grants Manager invites Grantee to come to office to prepare contract
      - (1) Grants Manager explains changes based on information in Secretary's notes
      - (2) Grants Manager and Grantee prepare new budget and program based on notes
      - (3) Grants Manager and Grantee work together to prepare contract including:
        - (a) Schedule of payments
        - (b) Schedule of reporting (financial and program)
        - (c) Review of instructions
        - (d) Verification of contract points and information in Data Base
      - (4) Answer any questions that may arise
    - b) Contract reviewed by Financial Director – modified or approved as appropriate
    - c) Grantee signs contract
    - d) Country Director Signs Contract
    - e) Per schedule, first installment of grant paid out
  - 4. Grant denied: Letter sent to applicant indicating reasons for denial and feedback from grant review/award committees.
- B. Copy of the list of approved grants is sent, with cover letter from Country Director, to other international organizations engaged in grant-making and support to LNGOs.



NGO EXPAND PROGRAM: Grant Application Screening Checklist

Name of NGO: \_\_\_\_\_ Location: \_\_\_\_\_

Name of Project: \_\_\_\_\_ Project Location: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Tel: \_\_\_\_\_

Applicant is a Tajik non-government organization registered in Tajikistan: ? Yes ? No

Application complete/signed/dated ? Yes ? No

If no, explain: \_\_\_\_\_

General Description of Proposed Project:

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Social service project ? Yes ? No

Sector:

? – Rural/ Agriculture

? – Children/Youth

? – Disabled/ Indigent Elderly

? – Refugees/ IDPs

? – Women

**Action Needed:**

1. \_\_\_\_\_ Does not meet program criteria (send a letter of denial)
2. \_\_\_\_\_ Incomplete application (send a letter specifying missing information)
3. \_\_\_\_\_ Screening complete; Refer to \_\_\_\_\_ for review.  
(Program Coordinator name)

**Comments:** \_\_\_\_\_

\_\_\_\_\_  
**Grants Coordinator signature**

\_\_\_\_\_  
**Date**



**NGO EXPAND PROGRAM: Grant Application Review Worksheet**

Name of NGO: \_\_\_\_\_ Location: \_\_\_\_\_

Name of Project: \_\_\_\_\_ Project Location: \_\_\_\_\_

**First Read:**

? Proposal is clear, well done, no questions, no revisions needed. (Proceed with Review, below)

? Proposal is not clear. Describe issues, questions, revisions needed:

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**Meeting with NGO (if necessary for TA and revisions):** Date \_\_\_\_\_

Briefly describe TA and recommendations:

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**Receipt/Review of Revised Proposal (if applicable):** Date \_\_\_\_\_

? TA applied and recommended revisions made. (Proceed with review below)

? Proposal not adequately improved. (Return proposal and this signed worksheet to Grants Coordinator)

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**REVIEW**

**Organizational Qualifications/Experience/Capacity**

? – The organization meets all institutional qualifications:

? A clearly defined non-profit organization, and registered to operate in Tajikistan

? Well defined governance structure that provides for and encourages democratic leadership and membership participation principles

? Demonstrated understanding of the role of the non-profit sector in advocating for the interests of their constituents

? Well defined constituency or beneficiary base within one of the five target groups

? Demonstrated transparency or openness to participate with other service providers (government or NGOs) in joint efforts to assist vulnerable groups.

- ? – Is the program relevant to the NGO's own organizational mission? Does the organization have an institutional commitment to this issue?
  - ? – Does the organization or its staff has experience with this type of program? Does the organization have adequate staff to implement the project?
  - ? – Is there a plan for institutional sustainability after the grant is closed?
- 
- 

### **Proposed Approach/Implementation:**

- ? – Are the target group, problem and the purpose of the project clearly defined in the proposal?
  - ? – How realistic is the solution to the problem? Does it have a good chance of succeeding?
  - ? – Is the program integrated into overall organizational activities?
  - ? – Is the program reflective of needs expressed by the organization's constituents?
  - ? – How large a group of constituents will benefit from this project? \_\_\_\_\_
  - ? – The proposal describes significant participatory involvement of the constituency in project planning and implementation?
  - ? – Is the program clearly and understandably presented in the proposal?
  - ? – Is the work plan clear, detailed and achievable within the time frame proposed?
  - ? – The proposal specifies what impacts are expected as a result of the project, and those effects will continue after the project is completed.
  - ? – There is a realistic plan for monitoring project activities to ensure carried out according to the work plan?
  - ? – There is a plan for assessing the program's impact?
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### **Budget:**

- ? – Budget is within general limits (total project costs US\$10,000 or less)
  - ? – Detailed budget is complete, well-thought-out and realistic?
  - ? – Average cost per beneficiary: US\$\_\_\_\_\_
  - ? – Total amount of salaries (including contribution) is 15% or less of total budget
  - ? – Budget shows at least 15% cost sharing.
  - ? – Costs are reasonable, given the organization's level of development and the level of impact of the program?
  - ? – Cost share/contributions demonstrate innovation, creativity, and support from community / constituents / government, and involvement in the project. Letters of agreement or other documents describing and verifying contributions and/or cooperation/support are included
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**Coalition Grants:**

- ? – Proposal clearly sets out implementation (coordination, leadership, roles of coalition member NGOs).
- ? – Letter of agreement included which describes the coalition, signed by all Coalition member NGOs
- ? – Clear specification of responsibilities, roles and contributions of each of coalition member.
- ? – A plan for regular communication and coordination among coalition members

**Conclusion**

? Recommend Approval                      ? Recommend Denial

**General comments** (if any): \_\_\_\_\_

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\_\_\_\_\_  
Program Coordinator signature

\_\_\_\_\_  
Date

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**For Financial Officer:**

? – Budget totals correct      ? – Costs appear w/in normal range

Comments, questions, concerns \_\_\_\_\_

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\_\_\_\_\_  
Financial Officer Signature

\_\_\_\_\_  
Date

***Return this form and Proposal to Grants Coordinator***



NGO EXPAND PROGRAM: Grant Award Committee

Name of NGO: \_\_\_\_\_ Location: \_\_\_\_\_

Name of Project: \_\_\_\_\_ Project Location: \_\_\_\_\_

1. **NGO Expand goals** this proposed project meets:

- ? Build capacity, including access to resources, of indigenous NGOs to deliver services that reduce human suffering.
- ? Foster the development of sector-specific coalitions and partnerships between Tajik NGOs and with U.S. and other foreign NGOs. Encourage the design and implementation of projects in collaboration with other indigenous NGOs
- ? Increase the ability of NGOs to leverage other sources of funding, contribution of the target community or population group; e.g., in form of free labor, use of facilities, etc.
- ? Facilitate constructive interaction between NGOs and all levels of government to deliver sustainable services that reduce human suffering.

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2. **Organizational Qualifications/Experience/Capacity.** *Maximum 30 points*

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Score:

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3. **Proposed approach/Implementation.** *Maximum 30 points*

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Score:

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4. **Budget and Cost Effectiveness.** *Maximum 30 points.*

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Score: \_\_\_\_\_

5. **Cost-sharing, matching and in-kind contributions.** *Maximum 10 points.*

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Score: \_\_\_\_\_

**Total Score:** \_\_\_\_\_

Maximum possible score: 100

**Other Comments:**

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Recorder Name/Signature: \_\_\_\_\_ Date: \_\_\_\_\_



***SAMPLE LETTER FOR PROPOSALS DENIED AT SCREENING LEVEL***

***on CC letterhead***

[name of Executive Director or  
whomever is listed as contact person]  
NGO [name of NGO]  
[address]  
[town] Tajikistan

[Date]

Dear [name] ,

We received your proposal for **[name of project]** to Counterpart Consortium's "NGO Expand" grant program. We regret to inform you that your proposal does not meet the criteria for projects eligible for funding through this program.

The "NGO Expand" program includes small grant funds for limited types of projects which meet specific requirements, as described in the grant solicitation announcement and application packet.

The proposal from your organization does not meet the eligibility criteria due to the following:

**[list, in bullet form, specific criteria not met, and why]**

We applaud your interest in serving your community, and hope that Counterpart can assist you in developing your organization and its activities. Grant funding is only one of many services offered by Counterpart Consortium to support the development of NGOs in Tajikistan. We encourage you to maintain regular contact with our Civil Society Support Center in **[name of town]** for information, training, technical assistance, and for strengthening the NGO sector in your community.

Please contact either **[Country Director name]** or **[Grant Coordinator name]** in our Dushanbe office if you have any questions or concerns. In the future, if there are Counterpart Consortium grant programs for which your NGO may qualify, we will include you in our solicitation announcements.

Sincerely,

Country Director

Grant Coordinator

***SAMPLE LETTER FOR PROPOSALS DENIED BY GRANT AWARD COMMITTEE***

***on CC letterhead***

[name of Executive Director or  
whomever is listed as contact person]  
NGO [name of NGO]  
[address]  
[town] Tajikistan

[Date]

Dear **[name]** ,

We have reviewed your proposal for **[name of project]** to Counterpart Consortium's "NGO Expand" grant program. We regret to inform you that the Grant Award Committee decided not to fund your proposal at this time.

The "NGO Expand" program includes small grant funds for limited types of projects which meet specific requirements, as described in the grant solicitation announcement and application packet.

The Grant Award Committee reviewed NGO Expand proposals on [date of committee meeting]. The Committee is comprised of expatriate and national representatives from Counterpart Consortium Tajikistan, Counterpart's Regional Office in Almaty, the USAID Mission to Tajikistan, and international organizations engaged in NGO development activities. The following is a summary of the Committee's feedback for the **[name of project]** proposal:

**[list, in bullet form, objective feedback from committee]**

We applaud your interest in serving your community, and hope that Counterpart can assist you in developing your organization and its activities. Grant funding is only one of many services offered by Counterpart Consortium to support the development of NGOs in Tajikistan. We encourage you to maintain regular contact with our Civil Society Support Center in **[name of town]** for information, training, technical assistance, and for strengthening the NGO sector in your community.

Please contact either **[Country Director name]** or **[Grant Coordinator name]** in our Dushanbe office if you have any questions or concerns. In the future, if there are Counterpart Consortium grant programs for which your NGO may qualify, we will include you in our solicitation announcements.

Sincerely,

Country Director

Grant Coordinator

***SAMPLE LETTER FOR PROPOSALS DENIED BY GRANT AWARD COMMITTEE***

***on CC letterhead***

[name of Executive Director or  
whomever is listed as contact person]  
NGO [name of NGO]  
[address]  
[town] Tajikistan

[Date]

Dear **[name]** ,

We are pleased to inform you that the Counterpart Consortium Grant Award Committee has approved your proposal for funding.

**Project Name :**

**Grant Award Amount:** USD

**Grant Period:**

**Additional Information:** This grant award is contingent on a satisfactory written plan for address the committee's comments/feedback and recommendations (see below).

The Grant Award Committee reviewed "NGO Expand Program" proposals on **[date of committee meeting]**. The Committee is comprised of expatriate and national representatives from Counterpart Consortium Tajikistan and Regional Office in Almaty, the USAID Mission to Tajikistan, and international organizations. The following is a summary of the Committee's feedback for the **[name of project]** proposal. Please develop a plan of action for addressing these comments and recommendations and submit your plan in writing to **[name of Grant Coordinator]**, Grant Coordinator for Counterpart Consortium, within one week of the day you receive this letter.

**[list, in bullet form, objective feedback/comments/recommendations from committee]**

If the plan is satisfactory, you will be scheduled for an appointment with the Grant Coordinator for discussion of contract terms, contract signing, and disbursement of the first tranche of funds.

All Counterpart Consortium grantees must actively participate in training and technical assistance for organizational development which is provided by Counterpart Consortium Civil Society Support Centers. After completion of your grant contract, one of our program staff members will contact you to arrange the first appointment.

Congratulations! We look forward to working with you. Please contact either **[Country Director name]** or **[Grant Coordinator name]** in our Dushanbe office if you have any questions or concerns.

Sincerely,

Country Director

Grant Coordinator